# Title 40/CCA LSS Initiative

## Working Team Meeting Updates

**7 OCT 08**

# Agenda

## Title 40/CCA Core Team

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### Objectives:

- Ensure Sub-teams understand their roles and actions
- Understand how to correctly identify the needs of a customer
- Understand how to gather Customer VoC
  - Tools
  - Techniques
  - Proper Construction of Questions
- Understand the value of testing Customer questions before starting data collection (interviews)

| Time | Topic | Details | Facilitator |
|---|---|---|---|
| 5 min | Review | Work Progress from 9/23Team Workshop | Ed / Rick |
| 10 min | Sub-team Information & Guidance | Discuss the approach/method for sub-teams to move forward (3 Steps). | Tomatra |
| 30 min | AOA Sub-team Presentation | AOA sub-team will present their findings. This is also intended to be a learning tool to illustrate the reporting procedure to the remaining sub-teams. | AOA Sub-team |
| 30 min | Project Identification & Selection | Introduction to project identification and techniques to use to select the “right” project. | Tomatra |

# Sub-team Approach to Identifying Projects

*Title 40/CCA Core Team*

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## This is our 3-step Method …

**Step 1:**

**Answer the Data Collection Questions**

**Step 2:**

**CTQ's determined by working Group from sub-team inputs**

**Step 3:**

**Create metrics based on CTQ's … Implement Metrics**

# CCA Compliance As a Function…

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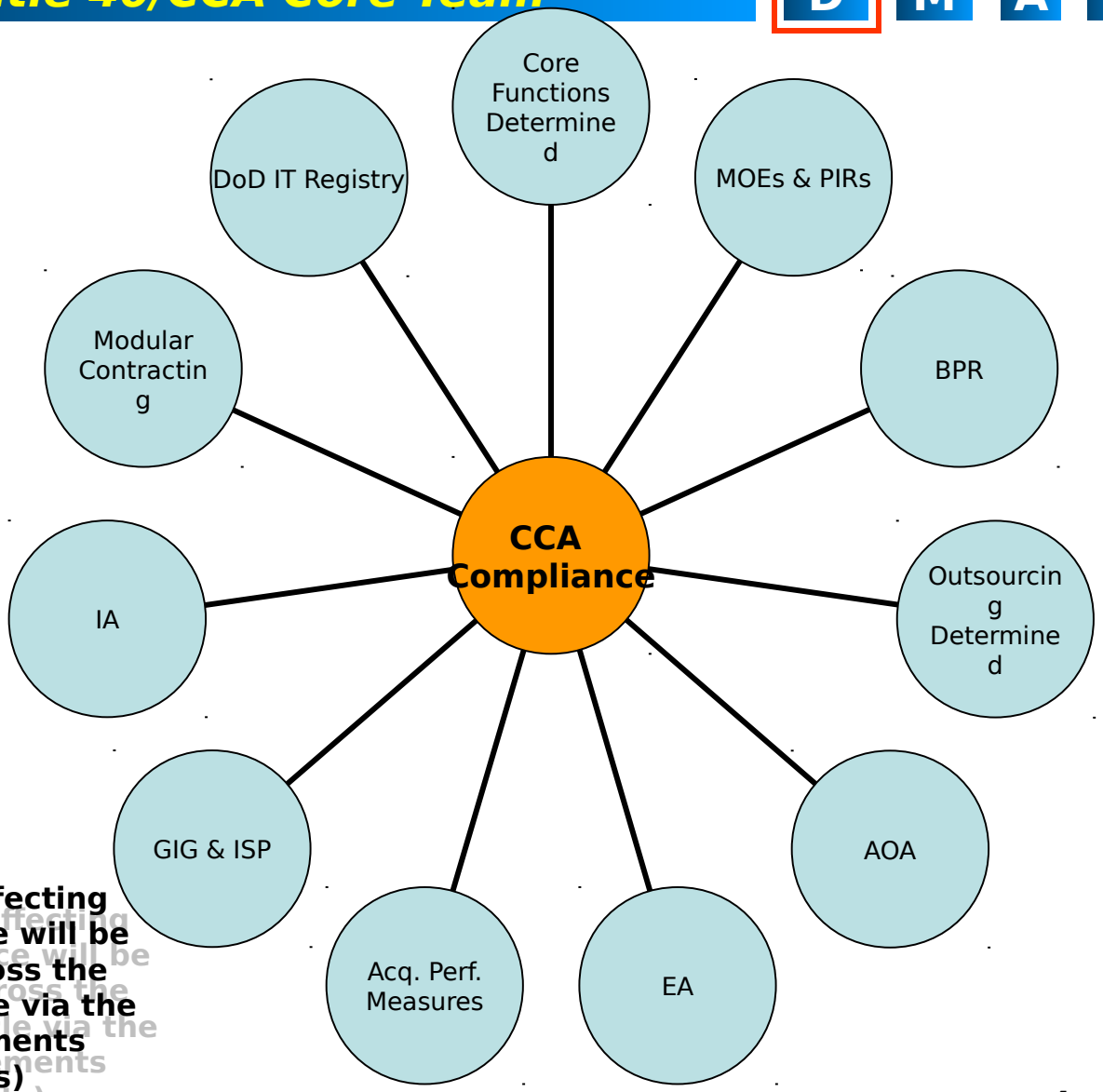


**The factors affecting CCA Compliance will be examined across the product lifecycle via the CCA requirements (elements)**

# CCA LSS Project Schedule

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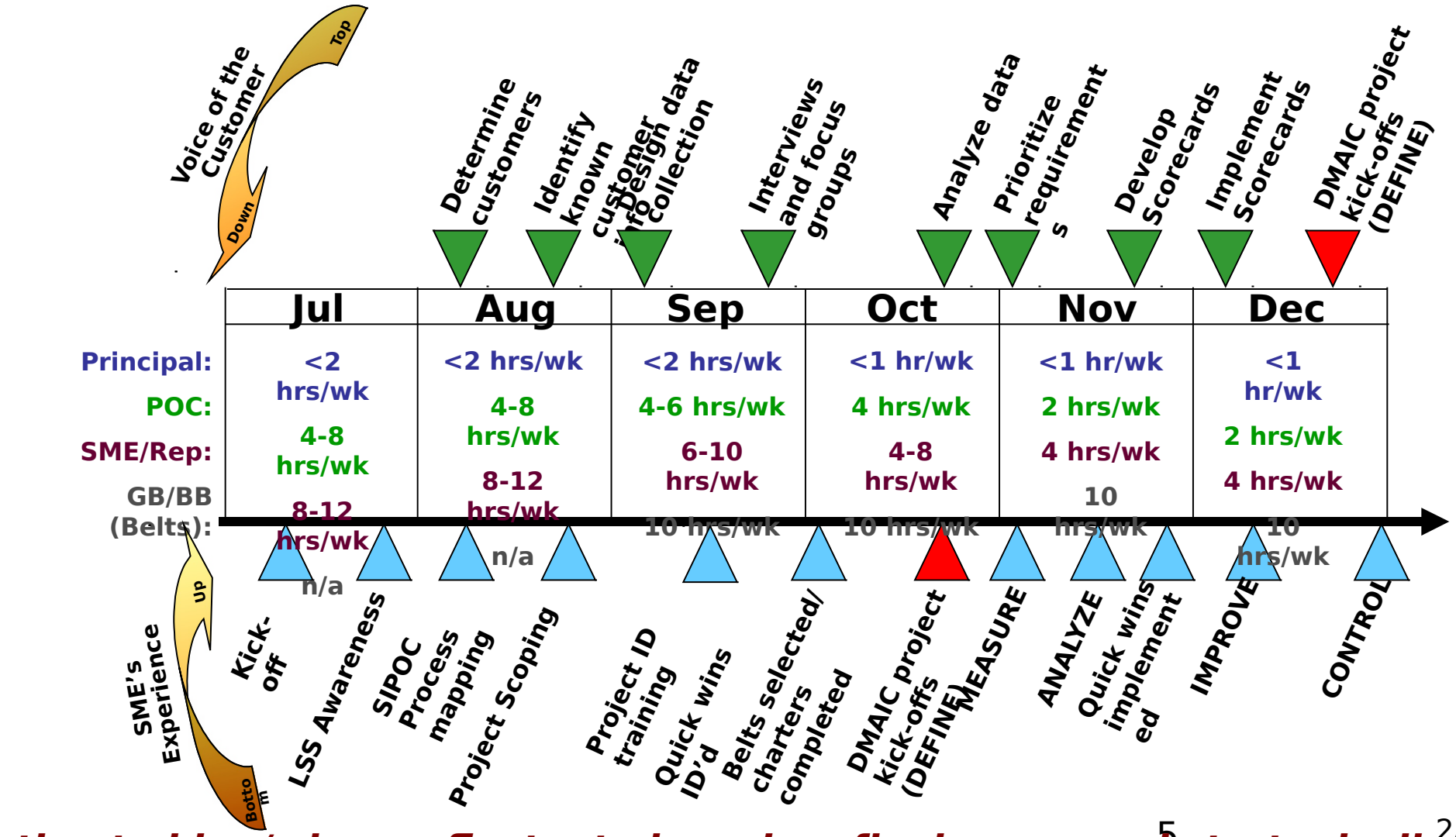
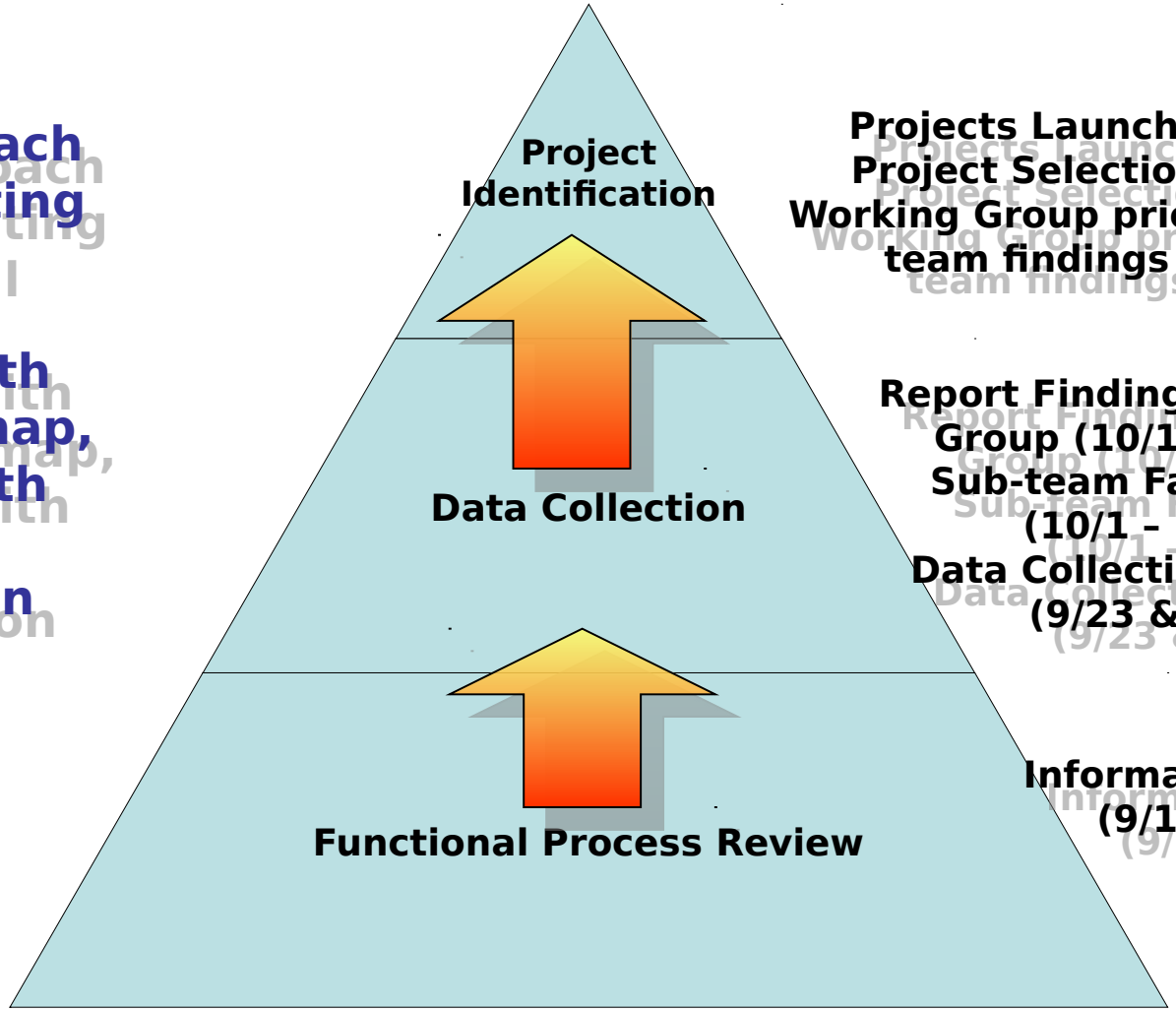



*stimated hrs/wk may fluctuate based on final scope and strategic direc*

# Building Our Pyramid of Project Success



**Our approach to generating successful projects aligned with our Roadmap, started with the Information Sharing sessions.**




**Projects Launched (11/4)**
**Project Selection (10/28)**
**Working Group prioritizes sub-team findings (10/21)**

**Report Findings to Working Group (10/14 & 10/21)**
**Sub-team Fact Finding (10/1 – 10/14)**
**Data Collection Methods (9/23 & 9/30)**

**Information Sharing (9/16 & 9/23)**

# Project Identification

## Title 40/CCA Core Team

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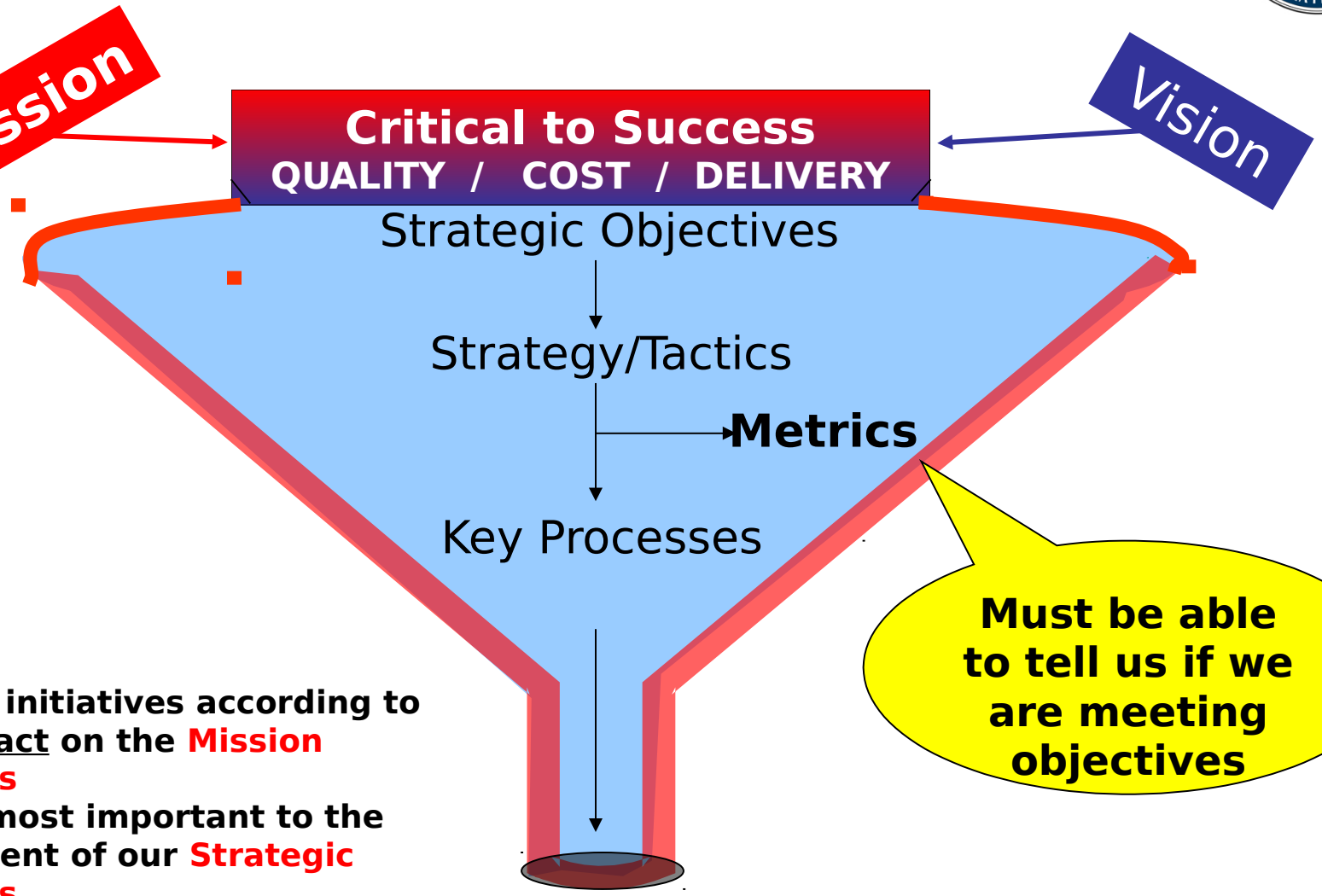


**Prioritize initiatives according to their impact on the Mission Objectives that are most important to the achievement of our Strategic Objectives.**

***Process Improvement Projects***

# Project Identification & Selection Process

## Title 40/CCA Core Team

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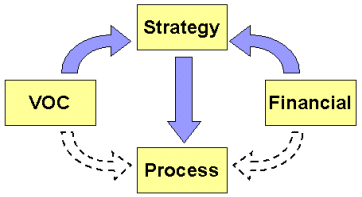
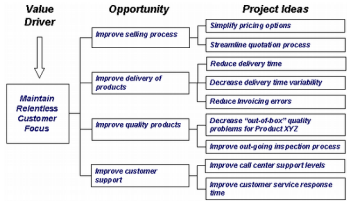
### 1 Identify Value Levers



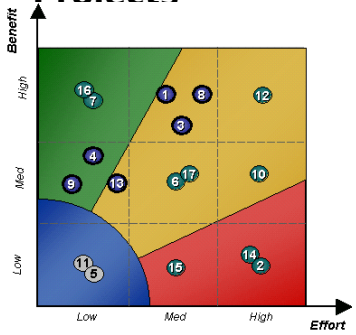

- Identify Value Levers in the business
  - Strategic
  - Financial
  - Customer
  - Process
- Prioritize Value Levers

### 2 Identify Opportunities



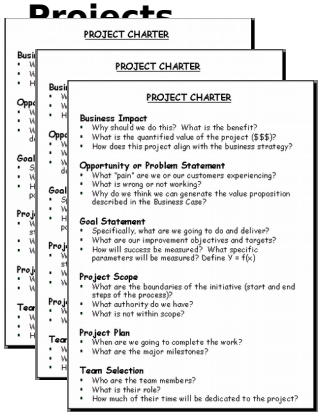

- Translate Value Levers into Opportunity Areas
- Translate Opportunity Areas into Project Ideas
- Include “bottom-up” ideas here as well
- Affinitize, Clarify and Screen Project Ideas

### 3 Define, Rate and Plot Projects



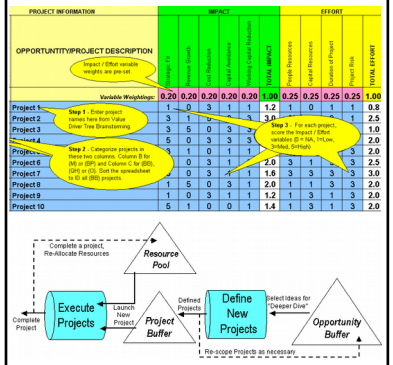

- Define Problem and Opportunity
- Score each project as High/Med/Low for Benefit and Effort
- Fill in Benefit/Effort Matrix
- Review plotted results
- Select highest priority opportunities for further analysis

### 4 Scope and Define Projects




- Assign opportunities to project sponsors for project definition
- Complete Draft Project Definition Form

### 5 Prioritize List of Defined Projects




- Evaluate projects using Evaluation Criteria
- Update Benefit/Effort Matrix
- Review plotted results
- Prioritize projects
- Schedule project launches based on resource availability

➢ Reduce Projects-in-Process

# Why CPI/LSS Projects Fail



- Poor Project Selection
  - Projects are too large in scope
  - Projects are insignificant in value
- Allowing projects to drift from connection to Strategy
- Undertaking more than staffed or trained to handle
- Little or no sharing
- Forgetting about the people not directly involved in the project or deployment
- Forgetting human nature
  - People are resistant to change and …"What's in it for Me?"
  - Not changing the culture of the organization
- Inadequate tracking and reporting of Key Indicators at the senior leadership level

# Sub-Team Composition List from 9/23

## Title 40/CCA Core Team

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| Title 40/CCA Requirement | Project Team Members |
|---|---|
| Core Priority Function Determination | Robert Bolluyt, John Burson, Michael Stewart, Betsy McChesney |
| Outcome-based Performance Measures (MOEs) & Post Implementation Review (PIR) | Len Sadauskas, Amelia Grazioso, Betsy McChesney, LTC Rose Card, CDR Ben Torreon (advisor), Jack Zavin, Michael Stewart, Neal Zank |
| Business Process Redesign (BPR) | Tom Hickok, Michael Stewart, Enterprise Integration Resource, TBD J8 or J6 |
| Outsourcing Determination | Rick Perron, Leo Milanowski (ask) |
| Analysis of Alternatives (AOA) | Ed Wingfield, Bill May, Gabe Leyva, PA&E (ask), LTC Rose Card, Service Representation (ask) |
| Economic Analysis (EA) | Ed Wingfield, Bill May, Gabe Leyva, PA&E (ask), Service Representation (ask) |
| Acquisition Performance Measures | Ric Sylvester, Bob Leach, MaryAnn Engelbert, Tammy Ortega, Wendell Irby (ask) |
| Global Information Grid (GIG) (Information Support Plan (ISP) | Ed Zick, Paul Szabados, ISP Service Contacts |
| Information Assurance (IA) strategy | Art King, Dominic Cussatt, IA Service Contacts |
| Modular contracting | Skip Hawthorne, Ric Sylvester to ask, Vern McKamey (ask) |
| DoD IT Registry | Ed Wingfield, Kevin Garrison, Tammy Ortega |

# Questions for Title 40/CCA Sub-teams

## *Title 40/CCA Core Team*

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- Who are the customers? What are their requirements? Are they measurable? How were the customer requirements determined?
- What are the key success factors for requirement being achieved? What is a requirements defect (what can go wrong)?
- What is the impact of requirement on the program, customer, and its relationship to acquisition process?
- What is the process/work flow to determine compliance?
- Who are the key stakeholders? How will they be involved in the project? Who should be on the team?
- What have been the key lessons learned to date (if any)? What kinds of barriers/obstacles will need assistance to be removed?

DATA

- What are the top 3 issues experienced by those completing the requirement across the product life cycle? How often does the issue occur?
- What entity/agency causes the issue? How often does the entity cause the same issue?
- What effect does the issue have on the work being conducted (how is the issue felt?)
- How long does it take to correct the issue?

# Determining Customer Needs



- Customer Interview
  - Important information gathering technique to identify and understand customer needs
  - Ability to ask follow-up questions to gather more complete and useful feedback
  - Fosters cooperative working relationships between customer and supplier
  - Must be well planned

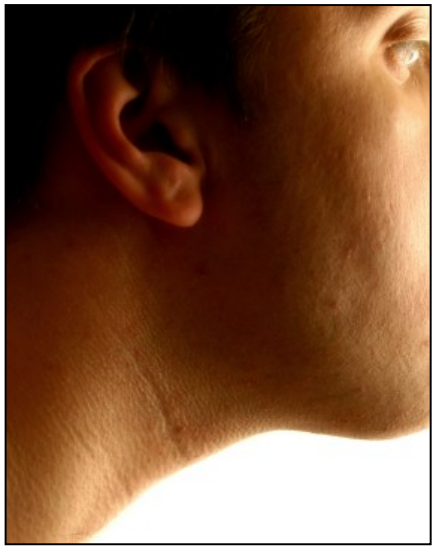
# Customer Interview Procedure

- Before the Interview:
  - Gather background information
  - Outline areas to be covered and major questions to be asked:
    - Open-ended questions
    - Who, What, Where, When, Why, and How
  - Choose a comfortable meeting place

- During the Interview:
  - Help interviewee feel comfortable
  - Tell interviewee the purpose and proposed length of the interview
  - Remain analytical and objective
  - Take notes
  - Summarize and reflect back answers to verify what you learned

- After the Interview:
  - Thank the interviewee
  - Review and interpret data as soon as possible

# Interview Suggestions



- **Ask:**
  - "What barriers do you face in doing …?"
  - "What issues do you encounter when …?"
  - "What are the main issues as they relate to …?"
  - "In an ideal world, what would you improve?"
  - "Why is that true?"
  - "Tell me more about that."
  - "Give me an example."
  - Open-ended questions

- **Listen!**
  - Conduct the interview so that the interviewee feels like the customer

# Next Steps



- Next Meeting:
  - 7 October (every Tuesday: 9 AM – 11 AM, CS4 - Room 310)
- Homework: TBD
- Action Item: TBD
- Focus:
  - Progress Update:  Data gathering efforts being conducted by sub-teams
    - Sub-team Problems/Issues
    - Sub-team Needs (i.e. resources, etc.)
    - Progress made